

TAB

SUMMARY

Item II A 7 - Evaluation/Fitness Report. Continue to redesign form particularly to include EEO, security, ability to write fitness reports and management ability; define the 1-7 scale more precisely.

STAT In general, the responses to Item 7 were supportive of the Performance Evaluation Task Force's recommendations and the draft form distributed prior to [ ] 29-30 September. Specific areas addressed herein are:

A. Narrative Commentary: All responses recognized the need to address EEO, security, safety, cost consciousness, ability to write performance reports, management and supervisory ability but felt that mandatory narrative comment would leave the report cluttered, unwieldy and would inevitably lead to perfunctory comments detracting from the main purpose of the report--evaluating job performance. The Chairman, Executive Career Service Board, however, recommends a specific section in the report to address the 10 points concerning EEO in the DDCI memorandum of 5 July 1978, as well as including the comparative evaluation criteria used by panels, in the report, i.e., "attitude, punctuality, judgment, inter-personal relationships, mobility, leadership, versatility, etc.". The DDA recommendation to reconcile what is seen as conflicting goals of recognizing these issues but not overloading the report is to include instructions to comment on EEO, security, etc. only when there is actually something worthwhile, either positive or negative to say, as well as requiring such comments only for supervisory and managerial personnel.

B. Annual Work Plan (AWP): All but one Career Service responded to the Annual Work Plan in the context of its replacing the LOI as a planning and goal setting instrument and were supportive of its use. The DDA response surfaced a question concerning the wording of Section B in the AWP draft noting the redundancy of objective and goal, and it also suggested that policy regarding usage of the AWP be established by each Career Service. The NFAC response was in the context of the AWP being an additional instrument to the LOI, and therefore from their perspective superfluous. The Task Force would expect to address the point of wording validly raised by the DDA in the implementation phase.

C. Seven Point Scale: Several responses addressed the substantive definitions of the scale, which had been advertised as only a first cut working paper, and suggested a cross-Directorate working group to finalize definitions. The Performance Evaluation Task Force had proposed only the concept of the Seven Point Scale with the expectations of reconvening to work it out if the proposal was approved.

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D. Evaluation of Potential: The responses basically recommended that the primary responsibility for evaluation of potential remain with the panels where a much broader base of experience can address the basis of potential beyond the employees current assignment parameters. It was suggested, however, that the supervisor could address potential in the narrative in the context of the current assignment and immediate environment, e.g., Section, Branch or Division.

E. Draft Performance Appraisal Report: The majority response in light of the aforementioned issues was one of general support for the form as drafted with two isolated exceptions, one being the Chairman, Executive Career Service Board's preference for a 4-point scale, the other being NFAC's objection to providing the employee a space for comment which it is felt will only encourage nit-picking on the part of the employee.

### Additional Comment

When the Performance Evaluation Task Force submitted its report with recommendations for the revision of the Fitness Report, the group expected to reconvene after senior management's decision to address the specifics involved in implementation of the proposals, e.g., the performance rating scale definitions, format redesign, as well as any additional features approved for inclusion.

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Office of Personnel Comments:

The Performance Evaluation Task Force originally planned to reconvene to develop the definitions for the 1-7 scale and finalize the other aspects of the revisions to the content and format of the report. Before this can be done, the recommendations in the Task Force Report require senior management decision on which proposals are to be implemented, including those added by the DDCI, as well as agreement on the various aspects discussed in the attached papers. The points of disagreement are:

1. Provision for evaluation of potential - none or limit to specific area.
2. Specific listing on the form of qualities to be evaluated, including the ten points of the EEO responsibility, or provide guidance in the instructions for inclusion when appropriate.
3. Providing space for employee comment rather than allow for supplemental page.

The Office of Personnel recommends, unless there is expectation the management team will significantly restructure the personnel management system, that the Task Force be authorized to proceed with the final revisions.